Competitive Coaches Steering Committee: Bylaws and Policies Granite Bay FC (GBFC)

<u>Purpose</u>: To define processes for the selection of Competitive coaches and the formation of Competitive teams, and the identification and handling of problems related to Competitive coaches, teams, and players.

This document is composed of two parts. Part I addresses the Competitive Committee structure and the purpose of the Competitive Program and has been incorporated into the Club bylaws. Part II represents the policy decisions of the Competitive Committee concerning the selection and discipline of coaches and selection of teams. Bylaws can only be changed by the Board, whereas Competitive policies are changed by the Competitive Committee and then approved by a majority vote of the Elected Officers of the BOARD. All revisions to the Competitive policies shall be published on the Club website as soon as is practicable.

Part I. Bylaws¹

The Competitive Coaches Steering Committee is responsible for choosing all Competitive Coaches, handling problems with incumbent coaches, approving the formation of Competitive teams, and setting policies for the Competitive Program. The Competitive Coaches Steering Committee is made up of five (5) persons:

- a) The Competitive Coaching Director, who serves as Committee Chairperson.
- b) Four (4) coaches who are or have been Competitive Coaches or Assistant Coaches in GBFC.
- c) Term for the four (4) Coach members of the Committee: typically two years but may be extended to three years to (i) insure there are staggered terms, that is, at least 2 members should have served in the prior year or (ii) complete a major project in progress.
- d) The Committee Chairperson and each of the Coach members of the Committee shall each be an Age Group Coordinator for an age group where there is no conflict of interest (i.e., child in the age group or an age group that he/she coaches in).

How selected:

- a) The Competitive Coaching Director is an elected officer of the Club.
- b) Replacement Coach members of the Committee are (i) nominated by the Committee or any voting member of the Club (ii) selected by the Competitive Coaching Director, and (iii) approved by the Elected Officers of the BOARD.
- c) Approval of replacement Coach members of the Committee will be conducted at the AGM. However, where a position on the Committee is vacated prior to the expiration of that member's term, the Elected Officers of the BOARD may approve a replacement Coach Member selected by the Competitive Coaching Director, at any board meeting.

The Purpose of the Competitive Program is to:

- a) Provide a positive experience for all players so that they may develop to the maximum extent of their talent;
- b) Maintain the highest level of sportsmanship and fair play on the soccer field;
- c) Encourage our kids to play in their community by providing consistently high coaching talent and the opportunity to play for all kids who are qualified to do so;
- d) Establish a coach selection process that results in the best candidate chosen as coach, is fair to all applicants, and recognizes past coaching contributions;
- e) Identify coaching problems early and create a process for handling them, which is fair and includes all interested parties: team, coaches, parents, and the Club.
- f) The Competitive Coaches Steering Committee shall create and maintain a set of Bylaws and Policies consistent with the GBFC goals and objectives. Any changes to the Competitive Coaches Steering Committee Policies shall be approved by a majority vote of the Elected Officers of the BOARD. The Committee Policies shall be published on the Club website. To the extent that there are any conflicts between these Bylaws and the Competitive Committee Bylaws and Policies, the GBFC Bylaws shall control.

¹ The bylaws listed here are also included as part of the GBFC bylaws.

Part II. Policies

GBFC Competitive Age Group Coordinators (AGC) Roles and Responsibilities:

- 1. Act as a mentor to the coaches in their age groups.
- 2. Act as the mediator for any disputes between age group coaches, coaches and players and coaches and parents throughout the season.
- 3. Act as the primary contact for coaches, players and parents for all questions pertaining to the current soccer season.

Coach Selection Process:

- 1. GBFC Competitive Committee will communicate to the soccer community the Competitive Coach application process, including:
 - 1.1. How to apply.
 - 1.2. Timetable for application and selection (Attachment A).
 - 1.3. Criteria for selection (see below).
- 2. Application should include:
 - 2.1. Application form (available online).
 - 2.2. Three (3) references from past parents and Club officials for applicants who have not previously coached Competitive with GBFC.
 - 2.3. Copies of necessary certificates (as required by League rules and GBFC Competitive policies).
- 3. Applications will be accepted for all ages, girls and boys, and are required of all new and returning coaches each year.
- 4. Applications will be collected by the Competitive Committee.
- 5. Incumbent head coaches receive priority in returning to coach their team when the following guidelines are met:
 - 5.1. Previous year parent surveys were administered and returned before the deadline set by the Competitive Committee, with 75% of surveys completed.
 - 5.2. Previous year parent survey results that are, as determined by the Competitive committee, deemed positive and indicative that the return of that coach would be in the best interest of the players.
 - 5.3. Coaching application is submitted by the deadline set by the Competitive Committee.
 - 5.4. Club tournaments (e.g., HABO or Ghosts and Goals) received sufficient support and participation from coach's team.

If a head coach does not meet the criteria above, the head coach forfeits incumbent status and will be interviewed by the Competitive Committee on equal footing with other candidates. If a returning head coach applies after another applicant has been chosen and notified, the incumbent head coach's application will be rejected for that age group.

- 6. Competitive Committee will meet; review applications; interview candidates and Competitive coaches, including backups based on the criteria in this recommendation; and notify all applicants.
- 7. All decisions will be documented, including the decision and the rationale.

Coach Selection Criteria:

- 1. All Competitive teams must have a coach selected via the process of completing applications and approval of the AGC and Competitive Committee. This allows the Club to maintain the highest quality talent and provides a fair opportunity to all interested coaches.
- 2. All Competitive Coaches will abide by the Coaches conduct. (Attachment B).
- 3. The Competitive Committee will consider the fact that a prospective coach is a parent of a prospective player on a team as a positive factor in the selection process. Parent/Coach applicants will be given preference over equally qualified non-Parent/Coach applicants.
- 4. Multiple coaches may be needed for a particular age group and should be selected before tryouts, particularly in younger ages. It is not obvious until tryouts how many teams there may be and coaches who are selected sometimes change their minds if their child does not play.
- 5. Coaches for each age group will be ranked A, B, C, etc. at the time of their selection. Coach A has first choice of players, Coach B second choice, etc. until teams have been provided for all qualified players.
 - 5.1. Coaches will be notified of their ranking before tryouts.
 - 5.2. All coaches will be required to participate in tryouts so teams may be formed during the tryouts.
 - 5.3. From those players attending at least 2 try-outs, coaches must select enough players to fill a starting lineup.
- 6. The Competitive Committee will approve the formation of the A and B teams during the tryout process consistent with the Club's Competitive Programs goals.
- 7. Rankings will be based on the previous year status, coaching experience, application, and parent surveys and other pertinent factors as identified by the Competitive committee.
- 8. Returning coaches with positive parent surveys and no other issues identified by the Competitive Committee will retain their prior ranking (A, B, etc.) even as they move up in age brackets
- 9. There can be only one "A" coach, one "B" coach, etc..
- 10. To aid with decisions and for coaches with no Competitive coaching experience or no experience with our Club (i.e., no prior ranking), the committee will rely on the coach interview and references.
- 11. Each team will have only one head coach responsible to the Club.
 - 11.1 Each head coach may select assistant coaches, trainers, etc. as appropriate.
 - 11.2 If a head coach elects to have a co-coach, that does not relieve that coach of responsibility and accountability to the Club for that team, to insure clarity of communication and accountability.
- 12 Notwithstanding the procedures and criteria set forth above for Coach Selection Procedures and Criteria, the Competitive Committee shall have, in all cases, discretion to select and rank coaches and to establish team formation rules and policies for tryouts or otherwise, resolve all disputes and make all decisions relating to team formation and selection of coaches deemed by the Competitive Committee to be in the best interest of the players.

Team Formation Criteria:

- 1. GBFC Competitive teams will consist of teams playing in the NorCal league during the regular season, and competing in CYSA or U.S. Club sanctioned tournaments as chosen by the team coach.
- 2. Team formation will be dependent on availability of talent and kept "age pure" to meet the new U.S. Soccer Player Development Initiatives (PDIs). (See Age Purity below for more on this).
- 3. AGC's must be present at all tryout sessions for their assigned age group. If they cannot make a session, they must get another AGC to stand in their place. There must be a debriefing afterwards between the two AGC's in this case as to the outcome of the tryout session in which the assigned AGC was absent.
- 4. Each coach will provide information on team expectations for players trying out in their age group. Team expectations may include level of play, number of tournaments, required travel, player expenses and number of practices.
- 5. Talent: There must be sufficient Competitive-level talent for the AGC to approve the formation of teams
- 6. Disagreements:
 - 6.1. It is hoped that any disagreements can be worked out between affected coaches.
 - 6.2. The Competitive AGC and if necessary, the Competitive Committee will resolve any disputes where the coaches cannot agree.
 - 6.3. The decision by the AGC/Competitive Committee will be final.
- 7. Age purity is based on calendar birth years as proposed by U.S. Soccer, as determined by the official league age matrix. However, special circumstances may prevent GBFC Competitive Soccer in having age pure teams. Acceptable reasons for non-age pure teams are as follows below...
 - 7.1. Grandfathered teams already in the program, prior to U.S. Soccer mandates (2011 season and beyond).
 - 7.2. Players playing up an age group.
 - 7.3. Each request to play up by parent will fill out a petition form and submit it to the Competitive Director (DOC). Each petition will be addressed case-by-case with the GBFC Competitive Committee making the final decision.
 - 7.4. Players will be evaluated by committee members, trainers, and/or coaches.
 - 7.5. Players must be in the top 5 of players in the age group above.
 - 7.6. At the discretion of the GBFC Competitive Committee.

Team Formation Process:

- 1. The Competitive Committee will conduct and manage all tryouts.
- 2. Players are encouraged to attend all tryouts to gain the most visibility.
- 3. "A" coaches will offer positions on their team first by calling their first choices parents (or players). The top players should fill the A team first, and only then can the B teams be filled. The "A" roster is finalized first, and then teams are finalized in rank order. Good communication between coaches is critical to insure that each team has sufficient players and talent to be successful for a complete season. The AGC will be there to help facilitate this process.
- 4. In order to create the strongest and most competitive teams for the Club, it is the expectation that players accept the offers being made and that no offer is declined. If a player/parent wishes to decline an offer to play on a lower level team, the player/parent must submit a Petition to the Competitive Committee outlining the basis for their decision. The Competitive Committee will then review the Petition and notify the player/parent of the Committee's decision. Petitions will only be approved where good cause is shown and exceptional circumstances exist. If the Petition is rejected by the Competitive Committee, no other offers will be extended to the player by any other GBFC coach. However, the player/parent who initially declined the original offer may still accept the original offer if spots are still available on that team. If spots are no longer available, the player will not be permitted to play on any other GBFC team.
- 5. During the tryouts, coaches must select enough players to fill a starting lineup based on the age group they are playing in.
- 6. B coaches may make any offers after the A coach has completed their recruiting and notified the players on their roster. This should be completed on the last day of tryouts to avoid holding up the next team formation. The B coach recruits his/her team in the same manner.
- 7. The process is repeated until there is no longer talent available to complete a team.
- 8. Coaches will make sure that all players will be notified of their status by phone, in person, or via email before the Friday after the last day of tryouts. The A coach will contact his/her list of A players. Once that roster is filled, the A coach will communicate to the B coach which players remain available. The B coach will contact his/her list of B players. Once the rosters are filled, if there aren't enough players to form another team, all coaches will work together to make sure that the remaining players are contacted. Good communication between all coaches and the AGC is encouraged and very important.
- 9. No coach, parent or anyone else affiliated with a particular team may recruit players within GBFC during the tryout process window. This window starts the first day of tryouts and ends on the Friday after the last tryout day. If a coach or parent is found to be recruiting in this manner, the coach will be reviewed by the committee and may be replaced as coach.
- 10. The Competitive Committee will decide and have final say on injured players or special circumstances where a player could miss the tryouts, but is selected by a team.
- 11. Late additions:
 - 11.1.The A Team coach will have first rights to any player looking to join the club or be added to existing teams after the tryout process has completed.

- 11.2. The coach must communicate through the Competitive Registrar about wanting to add a player.
- 11.3. The Competitive Registrar will forward the request to the AGC and Competitive Committee for review and approval.
- 11.4. The AGC and Competitive Committee will approve/reject each request case by case.
- 11.5.Notwithstanding the procedures and criteria set forth above for Team Formation and Process, the Competitive Committee shall have, in all cases, discretion to establish team formation rules and policies for tryouts or otherwise, resolve all disputes and make all decisions relating to team formation and selection of coaches deemed by the Competitive Committee to be in the best interest of our club.

Practice & Season Commencement:

1. All GBFC Competitive Teams may start practicing anytime after the completed and signed Medical Release Forms and Concussion Information Sheet for Parents for every team member have been submitted to the GBFC Competitive Registrar and returned to the head coach.

Playing Time Policy:

- 1. GBFC's Competitive Program is designed to develop the skills, technique and soccer IQ of all its competitive players, while at the same time creating an opportunity for teams to compete at the highest level of soccer. In order to do so, GBFC has mandated a minimum playing time rule to assist in this endeavor.
- 2. For teams aged U12 and younger (playing 7v7 and 9v9), coaches must play each player a minimum of 35% of the game time for each league game and 35% during each tournament (not per game).
- 3. For teams aged U13 and older (playing 11v11), coaches must play each player a minimum of 35% of the game time for each league game and 35% during each tournament (not per game).
- 4. As set forth in items (2) and (3), above, each player who has attended all practice sessions during the week prior to a game or tournament must play the minimum amount of each game and/or tournament, within reasonable expectations of a coach's ability to track play time and substitute players.
- 5. Coaches do have the right to hold out players due to missed practices, injury, illness, or disciplinary action. It is the coach's responsibility to inform the player's parent(s) before each game and/or tournament if a player is not playing or will be playing less than the minimum amount due to missed practices or disciplinary action.
- 6. Maximum playing time is at the coach's discretion. A coach may choose to play individual players as much as the whole game, while other players may only play the minimum amount per game. Players are not guaranteed their desired position--coaches can choose to use players in positions that they feel best benefits the team.
- 7. Although the Competitive Committee has agreed to these minimum playing time requirements, the Committee strongly encourages and recommends that the coaches provide as much play time as possible for further development of their players.

GBFC Guest Play Policy:

Ethical Principles for Granite Bay FC Teams Using Guest Players

- 1. Guest players should never be added to gain a competitive advantage or for recruitment purposes.
- 2. Guest play is designed for situations of true hardship. Guest players may only be used to replace existing rostered players that are unavailable to play in a game or tournament because they are out-of-town, injured, or sick. Guest players may not be used to replace rostered players that are receiving reduced playing time due to missed practice. The number of guest players used may not exceed the number of rostered players unavailable for the game or tournament.
- 3. Priority should first be given to finding guests from within GBFC for the development of our own players. Make inquiries of second team coaches and younger team coaches before inquiring outside the club for guest players. When second team coaches inquire for guests from first team coaches, consider loaning players who are currently receiving reduced playing time.
- 4. Guest players should only be used in games as necessary to avoid hardship and they should not take unnecessary playing time from existing team members. In other words, no guest player should play more in a game than any current team member who is willing and able to play. An exception to this might occur when a team is using a keeper from another team and existing team members are reluctant to fill that position.
- 5. If a coach believes exceptional circumstances exist warranting a deviation from the guest player or playing time policies outlined above, that coach must notify the Director of Coaching (DOC) of the exceptional circumstances and must seek the prior approval of the DOC.

GBFC Coaches Requesting Guest Players from other GBFC Teams

GBFC coaches may make guest play requests regarding interest and availability directly to GBFC players and families prior to contacting the player's coach. If the player/family is interested in guest playing, the coach then needs to make a formal request of the guest player's coach through e-mail. Coaches are encouraged to facilitate guest play and should err on the side of granting requests from all teams. However, coaches are entitled to consider the impact to the loaning team such as fatigue, potential aggravation of lingering injuries, and potential interference with team obligations. Coaches should work together to fulfill any necessary administrative requirements for guest play and for transfer of the player cards. It is the borrowing coach's responsibility to return release forms and player cards.

Granite Bay FC Coaches Requesting Guest Players from other NorCal Clubs

GBFC coaches licensed with NorCal must abide by the current NorCal Code of Ethics when seeking guest players from other NorCal or USClub licensed teams.

http://www.norcalpremier.com/about/codeofethics/411298.html

The relevant section of the 2012 code states:

Adult members of the NorCal Premier Soccer will not:

Recruit Players the NorCal Premier "recruit" for purposes of this league shall be: Approaching a player who is registered to and actively playing for another team within a NorCal Premier Soccer or US Club Soccer Club and asking them to either try-out, play or guest play for any other team, without first receiving prior written permission from the player's current club Director of Coaching or Coaching Coordinator – even for purposes of guest play. Email is considered acceptable "written permission".

This is generally interpreted broadly to include anyone who makes such a request on behalf of a coach such as a team player, parent, or team manger. It is also interpreted to include requests made of parents of potential guest players.

GBFC coaches are encouraged to first consider the use of guest players from within the club. If that is not practical, please be sure to contact the appropriate DOC of the outside club for permission in writing (e-mail is acceptable), copying the GBFC DOC, before discussing the guest play opportunity with players, parents or coaches of outside teams. After receiving written permission from the loaning club and then from the guest player's family and coach, coaches must work with the GBFC DOC to complete a US Club Player Loan Form prior to the event. This is necessary so that the guest player will be covered by US Club insurance.

www.usclubsoccer.org/Files/PlayerLoanForm-ver2.0.doc

Again, under no circumstances should a player or their family be approached about guest play by a coach, or by any other person associated with the team, until permission to do so is granted in writing by the appropriate outside club DOC.

Outside Clubs Requesting Guest Players from GBFC Teams

GBFC encourages guest play opportunities and has an open guest play policy. The club does not track guest play requests and the club will not raise Ethics Code violations with NorCal as it relates strictly to guest play requests. Representatives of outside clubs must make a written request (e-mail is acceptable) to GBFC's DOC, requesting permission. After permission is granted, they can contact the named GBFC players, parents and coaches directly about guest play opportunities. If the GBFC player and family is interested in the guest play opportunity, the outside team guest play for any other team, without permission to insure that the guest play does not interfere with team obligations. If the request is granted, then the outside club's coach works with their DOC to insure that appropriate paperwork is completed for insurance purposes. Coaches are encouraged to facilitate guest play and should err on the side of granting requests from outside teams in the same manner as they would grant requests from GBFC teams.

Again, GBFC supports guest play opportunities. Players and families are entitled to play where and when they want as long as it does not interfere with the player's team performance or obligations.

Uniforms:

- All GBFC Competitive Teams shall wear GBFC Board approved uniform at all league games and U.S. Club or CYSA-sanctioned tournaments (excludes Halloween Tournaments). The GBFC colors and minimum uniform standards are custom white or color jersey, custom white or color short, green socks (with white stripes), and white socks (with green stripes).
- 2. Failure to comply will result in the loss of all coaching cards by the club until the team complies with the GBFC Competitive uniform standards. By ignoring the GBFC Competitive uniform standards, coaches could also loss their incumbent status during the following year's application process.

Club-hosted Tournaments:

- 1. GBFC may host tournaments at various points during the calendar year (e.g., Hot August Blast-Off in August; Ghosts and Goals in October). Tournaments are organized and staffed by the parents of the club. Each GBFC Competitive team is required to enter, play in, and provide volunteers to aid in this undertaking. In the event that a team is assigned to a NorCal division that is not supported by the tournament, then the team may petition their AGC to withdraw. However, the team must still provide volunteers.
- 2. To eliminate the high cost of hiring outside help, a \$200 volunteer charge will be assessed to any teams that do not meet any part of their tournament volunteer commitment.
- 3. The Competitive Committee will make sure that this responsibility is communicated to potential coaches during the interview process and to all coaches during the annual coaches meeting.
- 4. Additionally, each AGC should strive to remind coaches of their commitment for the following year, during the end-of-the-year review.
- 5. Things to be communicated to each coach include:
 - 5.1. The coach is responsible for finding a lead representative for their team. The representative will attend Tournament planning meetings as required and be responsible for recruiting the required number of additional volunteers from the team to fulfill the team's assigned duties. The representative will also take responsibility to make sure that those volunteers fulfill their duties. The Competitive Coach will aid in this.
 - 5.2. The coach is responsible for informing all parents about their team's requirement to provide volunteers before they make the commitment to have their child play Competitive soccer.
 - 5.3. If the coach can't find a representative then the coach is required to be their team's representative.
 - 5.4. Non-participation (failure to submit an entry, play in, or provide volunteers) could result in loss of incumbent coach status during the following year's application process.

Competitive Team Sponsorships:

1. It is required that each Competitive team secures a sponsor to help defray the operating costs of the Club. This sponsorship amount will be determined by the Club and a portion of that sponsorship money will be returned to the Competitive team. It is the ultimately the responsibility of the coach to make sure a sponsor is secured for their team.

Parent Survey:

- 1. Parent surveys are an important input to both coach selection and problem identification
- 2. To ensure flexibility and a higher return rate, the surveys will be web-based.
- 3. Surveys will be distributed to parents via email after the mid-season mark.
- 4. Competitive Liaison will distribute via Team Parents and notify coaches of this process and ask them to encourage their teams to get maximum response from the parents.
- 5. Competitive Liaison will review results looking for problems; and provide summary results to AGCs. AGCs will contact each coach to provide feedback.
- 6. Competitive Liaison will insure survey results are available at the time of coach selection (in summary form and in detail as necessary).
- 7. Survey will state our privacy policy and encourage parents to identify themselves on the survey, however, it will be optional to do so.
 - 7.1. Privacy Policy: No individual surveys will be shown to the coach or trainer being evaluated. Coaches and trainers may, however, see summaries of responses.
- 8. The survey will include performance of assistant coaches and trainers.
- 9. The Competitive Committee, along with the Competitive Liaison will manage the surveys on behalf of the GBFC Competitive program.

Procedure for Handling Complaints Regarding Coaches:

- 1. AGC will communicate with the coach directly for his/her perspective and determine next course of action.
- 2. AGC may discuss the issue with those complaining in a confidential and individual basis.
- 3. If all parties find resolution, then it should be documented and AGC to notify concerned parties.
- 4. If no resolution is reached, the Competitive Committee will meet to discuss course of action and appropriate parties to be notified once there is agreement.
- 5. AGC to monitor the situation and adapt changes if necessary during the season.
- 6. Documentation of the process is mandatory and this will include the parent surveys. This will be part of next year's application.

Attachment A

Suggested Timetable for Implementation of Tasks

January Schedule fields for tryouts.

February Announce application deadline and post application and deadline

on website.

Beginning of March Applications due to Competitive Committee.

April Competitive Committee publishes tryout schedule and explanation

of process to community.

April Competitive Committee finalizes coaching decisions.

April Competitive Committee notifies all applicants.

May U9-U19 Competitive Tryouts.

Attachment B

Coaches Conduct

The conduct of GBFC coaches both on the practice and game field establishes how players, parents and the soccer community perceive GBFC. Parents who entrust their children to GBFC should feel confident that standards being taught are consistent with their own. Therefore, it is vital that coaches demonstrate and teach the highest standards of sportsmanship. In accordance with this philosophy, every coach will be required to adhere to the following:

- 1. All new and beginning coaches will be required to attend the basic Positive Coaching Alliance (PCA) course. This is a mandatory requirement and coaches not in compliance will not be able to coach either at the Recreational or Competitive levels.
- 2. Coaches are encouraged to attend continued courses through PCA on a yearly and seasonal basis to gain further knowledge and coaching expertise. Although not mandatory, these continued courses are highly encouraged and recommended for coaching development and supports GBFC's goal of fostering a culture of continued sportsmanship excellence.
- 3. Coaches will not dispute the ruling of any referee or assistant referee during a game and will instruct their team and spectators to refrain from doing so as well. Although discouraged, clarification of a ruling may take place only with the referee's approval during the half or at the end of the game. This can only be done by a coach and then only in a manner that is professional and courteous and should not be regarded as an opportunity to berate, belittle or harass an official.
- 4. GBFC maintains a "zero tolerance" policy for any incident involving a coach, player or parent that results in harassment of any referee official. Coaches that violate this policy will be sanctioned by the following:
 - Referees under the guidelines of NorCal are able to "send off" a coach during a game for either their conduct or the conduct of one of their parents or spectators. Coaches that are "sent off" for conduct will be sanctioned in accordance with the PAD committee of NorCal Region 6.
 - Coaches that are "sent off" more than once during a season will be suspended for the duration of the season and will be required to go before the Review Committee in order to be deemed eligible to coach again for GBFC teams.
 - Coaches also may be sanctioned without a "send off" for conduct that is perceived unbecoming of a coach and not in the best interests of GBFC. Violations of this policy will require an investigative interview by the Review Committee and can result in suspension and or dismissal from coaching in GBFC.

Parent and spectator conduct: Parents and spectators are expected to maintain their conduct in a manner which promotes a positive environment for our players and is in line with GBFC's goal of good sportsmanship. Parents or spectators that violate this policy are subject to the following sanctions:

• Coaches are ultimately responsible for the conduct of their parents or spectator from their team. If a parent or spectator is asked to leave the field due to improper conduct by a referee, they must appear at a hearing before Review

Committee with their coach in order to be allowed to attend any further games or practices.

- The Review Committee will review each incident and determine the action plan
 to resolve or appropriate course of action. Possible actions may include
 appearance before the Review Committee to explain behavior, completion of
 PCA certification, suspension of games and practices and possible expulsion
 from the league if multiple incidents have occurred.
- Coaches and their teams are encouraged to take a proactive approach to conduct and behavior. In line with this, coaches are required to have each parent or guardian and player sign a "Player/Parent Contract" in which the rules for conduct are clearly communicated and understood prior to the beginning of the season. It also required that at least two parents on the team attend the PCA Parent Certification and be the mentor and monitor for the rest of the team.

Player conduct

A player's conduct and perception of sportsmanship is mostly gleaned from their parents or coaches. Therefore it is essential that both the coaches and parents maintain a positive approach and model the type of behavior they desire from their children. Most of the player sanctions for poor sportsmanship and conduct on the field are governed by the rules of the game and enforced by the referee. Players that repeatedly receive multiple red cards or demonstrate inappropriate conduct either during play or in practice, can be dismissed by the team and/or result in expulsion from the league. This kind of action would be the result of a Review Committee hearing in which the player, parent and coach would be in attendance.